

# Shetland Amenity Trust Public Section

MEETING  
13 December 2019 10:00

PUBLISHED  
10 December 2019

# Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>
Garthspool Board Room, Lerwick	13/12/19	
1. Hold as read the circular calling the meeting		Chair
2. Apologies for Absence		Chair
3. Declaration of Conflicts of Interest, if any		Chair
4. Public Section of the Minutes of Meeting held on 15th November, 2019		Chair
4.1. Adoption		
4.2. Matters Arising (not otherwise on the agenda)		
4.3. Action Points		
5. Chief Executive's Report		MR
6. Departmental Reports - For Information		
6.1. Operations		AJ
6.2. Engagement		SM
7. Any Other Competent Business		
IN PRIVATE		
8. Private Section of the Minutes of Meeting held on 15th November, 2019		Chair
8.1. Adoption		
8.2. Matters Arising (not otherwise on the agenda)		
8.3. Action Points		
9. Departmental Reports - For Information		
9.1. Development		DC
10. Financial Update - report to follow ARMC meeting of 10/12/19		MR

# Agenda

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Garthspool Board Room, Lerwick	13/12/19	

## 11. Reports to Trustees

11.1. Endowment Fund Proposals - Investec - via BlueJeans	CM
11.2. World Heritage Status	DC
11.3. Community Heritage Grant Scheme	DC
11.4. Annual Review	SM
11.5. Child Protection & Vulnerable Adults Policy - to follow	AJ

12. Appointments to Sub Committees	Chair
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13. Any Other Competent Business	Chair
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TRUSTEE ONLY BUSINESS

Minute of the Public Meeting of Shetland Amenity Trust held at 10.00 a.m. on **Friday 15<sup>th</sup> November, 2019** in the Conference Room, Garthspool, Lerwick

Present: Mrs R. Mackenzie (Chairman)  
Mr M. Barecki  
Mr W. Brown  
Mr A. Hamilton  
Mr R. Jones  
Mr N. Martin  
Ms A. Moncrieff  
Dr L. Riddell  
Mr F. Robertson  
Mr J. Williamson

In Attendance: Mr M. Roberts (Chief Executive)  
Mr D. Cooper (Head of Development)  
Miss S. Fullerton (Admin Assistant)  
Mrs T. Leslie (Head of Business Services)  
Ms S. Middleton (Head of Engagement)  
Mr C. Cope (Shetland News)

Mrs Mackenzie welcomed Mr Barecki, Mr Brown, Mr Martin and Mr Williamson to their first meeting as new trustees of Shetland Amenity Trust and introductions were made around the table.

Mrs Mackenzie reported that the retirement lunch for Mr Blackadder had been held the previous day.

1. The circular calling the meeting was held as read.
2. **Apologies for Absence**  
Apologies were received from Ms P. Megson and Mr Johnson (Head of Operations).

3. **Declaration of Conflicts of Interest**  
Mr Hamilton confirmed that he had had past involvement with the Halligarth project and declared that he was a trustee of the Brough Lodge Trust.

Mr Robertson declared that there were members of his family who were employed by Shetland Amenity Trust.

Mr Martin declared that he was Vice Chair of Shetland Recreational Trust.

4. **Public Section of the Minutes of Meeting on 6<sup>th</sup> September, 2019**

4.1 Adoption

Responding to Ms Moncrieff's query relating to Item 6 of the previous minute, Mr Roberts agreed to follow up the distribution of correspondence relating to this matter with Mrs Carter.

MR/  
CC

The minutes were approved on the motion of Mr F. Robertson, seconded by Mr A. Hamilton.

#### 4.2 Matters Arising

None.

#### 4.3 Action Points

Noted.

### 5. **Chief Executive's Report**

The content of the report circulated with the agenda was noted by trustees.

Grayson Perry Exhibition – Mrs Mackenzie wanted to acknowledge her thanks and appreciation to all staff involved in preparing the Grayson Perry exhibition.

National Islands Plan – Mr Roberts confirmed that he had responded by letter to the consultation on the draft National Islands Plan.

On behalf of all the Trustees, Mrs Mackenzie wished Mr Roberts a speedy recovery following his recent operation.

### 6. **Departmental Reports**

#### 6.1 Business Services – Noted.

Follow the Vikings (FTV) – Mr Roberts outlined the issues relating to the recent submission of the final claim and advised that all the requested adjustments had now been processed. Responding to Ms Moncrieff's query on the potential for non-payment, Mr Roberts said that the risk was small but the risk of delayed payment was high. He added that staff were working hard to shorten the delay and all FTV partners had been advised of the current position with the final payment.

Breathe – Dr Riddell and Mr Jones requested the opportunity to look at the new online Breathe HR software that was being rolled out in the New Year. An introduction session would be arranged with Mrs Leslie soon.

Referring to Mr Jones' query about staff recording hours spent on projects on Breathe, Mr Roberts commented that timesheets were being used to log staff time on EU projects but for other projects billable hours were not currently being used.

#### 6.2 Engagement - Noted.

Da Voar Redd Up (DVRU)– Ms Middleton advised that DVRU sponsors were keen on using LinkedIn for networking and she encouraged trustees who had LinkedIn accounts to follow the Shetland Amenity Trust page and share as appropriate.

TL

National Gallery Annual Review 2018/19 – Ms Middleton was pleased to highlight that a photograph from the Shetland Museum & Archives opening of the Holbein 2018 Masterpiece Tour had been included in the National Gallery's annual review.

Mr Robertson referred to a recent conversation he had with a director of Kircoubrie Municipal Art Gallery who had been delighted to hear that a Holbein painting had been exhibited in Shetland. The director gave high praise for the Shetland Museum & Archives in gaining the confidence of the National Gallery that allowed an exhibition of one of their paintings in Shetland.

Events – It was noted that running 3 large events (Shetland Nature Festival, Shetland Boat and Shetland Wool) back to back, was putting pressure on staff resources and this had to be looked at in the future. Mr Roberts said that capacity had to be built in and he would be keen to involve more volunteers in future events.

## 7. Reports to Trustees

### 7.1 Launch of Strategic Plan - Noted.

A printed copy of the Strategic Plan and a copy of the document, How we developed our new Strategic Plan, were distributed to trustees at the meeting.

Mr Roberts outlined that he would be promoting the plan with stakeholders and others over the next 3 months and he congratulated trustees on their work on the document. Ms Middleton asked trustees to get in touch if they knew of anyone else who should receive a copy or if they had any other ideas of how to get the plan out in the public domain.

Mrs Mackenzie wanted to pass on thanks to all the staff who were involved in developing the plan and she hoped that it would prove to be a useful document.

### 7.2 Access Policy – Noted.

Mr Jones was pleased to read of the wider remit of accessibility noted in the report and he welcomed the policy as a way forward. Dr Riddell was very supportive of the policy but had some suggestions for the wording of the policy and the format of the action plan but said that these would not prevent the document from being approved at the meeting.

**The Access Policy document was approved on the motion of Mr A. Hamilton, seconded by Mr R. Jones.**

Volunteers for trustee representation on the new Access for All Group was sought and Mr Jones and Ms Moncrieff both volunteered. Dr Riddell would

contact Ms Middleton to discuss revising the text and the format of the policy document.

#### **8. Any Other Competent Business**

Funeral of the Late Angela Hunt – Trustees were advised that the funeral of the Late Angela Hunt would be held the following day and a reception would be held in the Stevenson Centre following the internment.

The public section of the meeting came to an end at 11.13 a.m. and there was a short break to allow Mr Roberts to give statements to the press

**SHETLAND AMENITY TRUST  
NOVEMBER 2019 MEETING  
Public Meeting Action Points**

<b>Action</b>	<b>Item First Raised</b>	<b>Actioner</b>	<b>Target Action Date</b>	<b>Progress</b>
Data Management report to be provided to Trustees	11/18	MR & TL	On completion of ICT Migration	
Convene SMAA strategy working group	Item 7.1 December 2018	SM	as soon as possible	Trustees nominated. Group to be convened in near future. (02/19)
Provide report on liabilities arising from the closure of the can recycling unit	Item 7.3 February 2019	MR	September 2019	Likely to be at least 6 months to decommission building (02/19)
Circulate correspondence regarding the clarification of Mr Blackadder's AGM query on differences between the 2017/18 and 2018/19 accounts	Item 6 September 2019	MR/CC	as soon as possible	Mr Roberts to follow up distribution of information with Mrs Carter (11/19)
Create Trust e-mail addresses for Trustees	Item 7 July 2019	CC	as soon as possible	In hand (07/19)
Arrange future board meeting at Sumburgh Head	Item 8.4 September 2019	CC	31 <sup>st</sup> March 2019	In hand (09/19)
Arrange a meeting for Dr Riddell & Mr Jones to view the Breathe HR software	Item 6.1 November 2019	TL	as soon as possible	
Access Policy final text to be revised.	Item 7.2 November 2019	LR & SM	as soon as possible	

0619-15<sup>th</sup> November 2019 Public

# CEO's Report



Author: Mat Roberts Meeting Date: 13<sup>th</sup> December, 2019

## Executive Summary

### Context

My FY 2019/20 goals are:

1. Improve SAT's financial stability
2. Deliver SAT's new strategy through a new corporate plan and annual business plan
3. Review and update SAT core process to enable business change
4. Support the Trustees continuing governance development plan

My 3-year goals are:

1. Reducing unstructured debt
2. Create a portfolio of commercially successful products
3. Property review implemented
4. Future project pipeline in place

In summary, my focus is to understand and control our costs, invest in SAT's core activities and develop commercial offerings to offset anticipated reductions in core funding and deliver our emerging strategy.

### Questions this paper addresses

1. Is the above context right for us now and moving forward?
2. Are we looking after our people, our customers, our assets, our finances and our reputation?
3. Do we have the resources, skills and relationships we need to deliver the plans and commitments we have made?
4. Can we afford to do this?

These remain unchanged from my previous report as they are still front of mind and relevant.

### Conclusion

1. Our overall financial performance is as planned, however, we are under increasing cash flow pressure.
2. Customer support is strong with excellent turnout for Santa turning on the Christmas lights at SMAA and the popularity of both the Grayson Perry and the Needleworkers' exhibitions being good.
3. Staff development is continuing with a mixed initial response to The Lens generating a number of very strong and innovative ideas.

- 4. We continue to work through our various projects and core services with financial and operational reviews. Where we provide services on behalf of others, we are looking closely at costs compared with fees.

Our performance in	2019/20 Today	2019/20 Target	Comment
Safety and Security	Amber	Green	Unchanged
Customer/Stakeholder Service	Amber	Green	Improving
Assets and finance	Amber	Green	Unchanged
Reputation	Amber	Green	Improving
Metrics to be developed for all areas			

### Input Sought

The Boards assessment of this report is requested.

# The Report

## 1. What is on my mind?

### Looking Back

#### WHAT HAS GONE WELL?

- In the last month little has changed.
- The Grayson Perry and Needleworkers exhibitions have been popular.
- Season close down has gone well. Our investments have generally gone well and the end of season lessons learnt is ongoing as is preparation for the season 2020.
- Santa's visit to the Museum was well attended with some 200 people for the Christmas tree lights switch on.
- We have had our first partnership approach as a direct result of your new strategy.
- We held a very well attended and engaging lunch and learn session on Inequalities.

#### WHAT HAS NOT GONE WELL?

- Year end financial pressure has started slightly earlier than normal.
- Our bid for Year of Coast and Waters Funding for Boat week 2020 was successful but a much lower level than requested. We will seek top up funding from SIC under their new policy of supporting smaller events as well as marquee events such as the Tall Ships Race.

### Looking Forward

#### OPPORTUNITIES?

- The stakeholder briefings for your new strategy have been going well and we hope to speak to more stakeholders once the general election is over.
- The SCT expressions of interest phase holds out the potential for additional funding to support our work on inequalities.
- The Scottish Government's consultation on Transient Visitor Levy could provide future investment into Shetland's visitor infrastructure if implemented by SIC.

#### RISKS OR CONCERNS?

- We need to continue to invest in developing our commercial skills and culture in the organisation to build a more independently viable business model.
- Continued pressure on our cash flow.
- Long-term storage and management of our ever-growing museum collection.
- Brexit/General Election/IndyRef2 uncertainty.

## 2. What are the implications?

#### WHERE DOES THIS LEAVE US?

My confidence in the outlook overall is positive. We are going into what will be the most

#### WHAT ARE THE IMPLICATIONS?

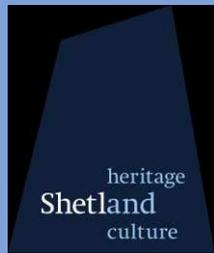
We need to look very hard at some of our activities and think through how they align with your strategy and the corporate plan.

challenging period of the rebuilding the Trust and securing our long-term future.

We now need to invest in making sure we get the most value out of the staff team.

A take appropriate action to dispose of any redundant assets we have to re-invest in the next phase of the Trust.

# Operations Report



Author: Adam Johnson Meeting Date: 13<sup>th</sup> December, 2019

## Shetland Family History Society (SFHS)

SFHS will be joining us at Garthspool Headquarters from 15th December, 2019. We are finalising details within the lease and will see them starting to transfer their office from Hillhead, Lerwick at this time. The long-term plan is to migrate them permanently within the Shetland Museum & Archives within the next two years. It is a welcome collaboration that has been favoured by all involved. The Garthspool Office is seen as an interim solution given the poor condition of their current office.

## Facilities & Maintenance

Mr Scott Arthur has immediately begun work on a variety of projects including a Maintenance helpdesk function that enables him to gain control of maintenance requests and logs the progress with the team. He has conducted numerous site visits and met various custodians. He is now located on the ground floor of Garthspool Headquarters. His focus includes monitoring and compliance of various issues within the Shetland Museum and Archives and further development of the Maintenance backlog.

## Museum

The exhibition *Grayson Perry: A Potted Biography* opened - one of the highest-profile shows we've ever developed, showcasing the most famous contemporary artist shown anywhere in Shetland. Perry is famous for attractive ceramics with hard-hitting imagery and our show's theme is life stories. Work entailed lengthy contractual negotiations, then intensive installation. The learning programme is underway, bringing large numbers of students. A popular element is the "My Potted Biography" section, with items borrowed from the public.

There was work on the marine archaeology collection, in complementary projects by two marine archaeologists and a historian. One group trained volunteer divers in site and artefact recording, using photogrammetry science. The other team worked on finds from excavations, drawing items and repacking artefacts. Ships involved were *Kennemerland* (wrecked 1664) and *Drottningen af Sverige* (wrecked 1745). Both projects will lead to publications.

The Trust was represented at the U.K. Maritime Heritage Forum conference. Delegate lectures highlighted the cautionary issues involved in gathering large marine heritage. Unless organisations are near to major population centres, sea-going craft will be a permanent drain on resources. Issues raised were very relevant to Shetland. Through contacts at the event, we are pursuing the potential loan of ship models from a major British museum.

## Archives

Whilst away the Archivist visited the owners of a very large collection of cartoon material by the Shetland illustrator Peter Fraser (died 1950). He was one of the great British illustrators of his time, a contributor to many papers and journals. The Archivist has had tentative discussions with them about an exhibition of Fraser's remarkable work next year: they are very keen on the idea.

Work continues on the Shetland Documents Online project. Mr Mark Smith and Mr Brian Smith intend to demonstrate the material up to the year 1472 (now complete) at a Lunch and Learn session in February 2020.

Out of the blue the Archives have had the offer of a collection of papers of the bookseller and theatre buff, Barry Duncan, a native of Lerwick (died 1985). The Archivist was particularly pleased about this because in 2016 the Archives acquired another small collection of Duncan's papers with the help of the Friends of the National Libraries. This time the donor is giving us the material gratis.

### **Natural Heritage**

Over the past month we have continued with our contractual obligations to the Shetland Islands Council (SIC) monitoring the SIC Core Path and Access Route network on Fetlar, Yell, Unst and Mainland. We have also assisted Scottish Natural Heritage with their annual Grey Seal Survey completing surveys on Papa Stour and West mainland. Mr Howard Towll represented SAT at the Changing lives through Sport and physical activity Conference held at Islesburgh on 13<sup>th</sup> November. Mr P. Harvey is currently on leave and a full Natural Heritage report will be presented at the next board meeting.

### **Archaeology Report**

#### **Sites and Monuments Record/Development Control:**

##### Utnabrake, Scalloway

A phased programme of archaeological fieldwork continues to be undertaken at Utnabrake, Scalloway, in advance of proposed housing. A desk-based assessment and walkover survey has been proceeded by trial evaluation in November which has identified two possible burial cairns alongside post-medieval enhanced soils. The strategy now moves to targeted excavation of the cairns to ensure preservation by record.

##### Viking Energy

The Archaeology Section has worked with the Developer (Viking Energy) and Contractor (Headland Archaeology) to agree upon the future Archaeological Heritage Strategy of the proposed development. The Heritage Strategy has four central tenets; community survey and evaluation, community schools programme, community exhibition and improvements to access to heritage monuments.

##### Dales Voe, Lerwick

In advance of the construction of a decommission base, the Archaeology team has worked with the developer and agent to ensure access and interpretation to the Scheduled Ancient Monument of Kebister Teind Barn. This monument has been engulfed by associated development over the past decades but signposted access and on site interpretation will be installed to allow visitors to access to heritage and safely navigate around the base and visit the significant archaeology.

##### ALGAO

Dr Val Turner attended ALGAO (Association of Local Government Archaeology Officers) and Sites and Monuments Record (SMR) Forum meetings in Edinburgh focusing on heritage crime, climate change and research frameworks. The Archaeology Section took part in a Historic Environment Scotland seminar (by videolink) in Inverness focusing on Re-imagining Scottish Archaeology: structures, delivery and funding.

### **Volunteering**

Mr Stephen Jennings, Hillswick, is now volunteering with the Archaeology Section one/two days a week. Presently engaged with SMR data entry, he will be available to assist with a range of tasks including walkover surveys and archaeological site assessments.



# Engagement Report

Author: Sandy Middleton, Head of Engagement

Meeting Date: 13 December, 2019

## Introduction

### November and December overview

The main focus for the last two months has been:

- Shetland Wool Week orders packaging and distribution
- Grayson Perry Exhibition launch and learning programme delivery
- Winter events and promotional activity for Shetland Museum and Archives
- Staff development
- 2020 Event preparations

### Communications and marketing

- Blog development with curatorial staff
- Advertising and promotional activity for Shetland Museum and Archives exhibitions, winter lectures, exhibitions, retail and festive events and activities
- Hosted a National Geographic Journalist in accommodation at Sumburgh Head and delivered tours of the lighthouse complex and Old Scatness with very positive feedback

### Lifelong Learning and Exhibitions

- Learning programme for Grayson Perry Exhibition delivered:
  - 80 people attended the private opening launch
  - 4 people attended a creative writing class
  - 45 people attended the 'Family Day' activities
  - 8 people attended the two Ceramics Workshops (Sold Out)
  - 12 students from Shetland College came for a tour of the exhibition
  - 11 people from Eric Gray Centre (adults with learning disabilities) came for a tour of the exhibition
  - 80 pupils from the Anderson high School arts department came for a tour of the exhibition
- An evening lecture by Marine Archaeologist, Colin Martin, on the Dutch East India Wrecks sold out the auditorium (120 seats)

- An evening lecture on Island Languages by Viveka Villapuli was attended by 42 people (originally due to be held in the Archive Searchroom but sold out the space and moved to the auditorium)
- Lunnasting Primary School Visit – heritage toys session, 11 pupils
- Free Festive Family Funday on 3<sup>rd</sup> December:
  - 190 people attended the Bookbug in collaboration with Shetland Library followed by a visit from Santa and switching on of the Christmas Tree lights
  - 47 children participated in festive crafts
- Mootie Moose Festive Scavenger hunt in place for the month of December
- Christmas treasures from the collection on display in the upper foyer
- ‘Look Familiar?’ exhibition of photos on display in the foyer corridor and associated retail and promotion
- Forward planning for Up Helly Aa events and associated exhibitions

## Retail

- An extremely busy period dealing with Shetland Wool Week and online shop orders, 3,411 orders received for the period 1<sup>st</sup> September to 3<sup>rd</sup> December with the majority being dealt with post Wool Week and made up of Wool Week merchandise and annuals – this accounts for 69% of all orders received in 2019
- It takes an average of 4-5minutes to print and fold labels, pack and frank each order and due to the volume of orders many customers experienced a significant delay due to the backlog, we took on additional staff to deal with the backlog and are looking at improving the efficiency of the process
- The team have been working to develop the Christmas retail offering with improvements to shop layout in the museum, additional stock of vintage toys and local crafts, gift vouchers for accommodation, heritage season tickets, and shop and a focus on the photo archive collections printing service with framed prints now on display and a computer screen available to view the archive for sale
- Late night Christmas Opening on Thursday in December is being trialled in the Museum in conjunction with the cafe
- New online shop now due to launch in January

## Events

- Work underway to forward plan Boat Week 2020 in collaboration with partners
- Shetland Wool Week class feedback being collated and reviewed and sent to tutors
- Wool Week budget review and development
- Wool Week Committee organised for December to consider 2020 Patron

- Application form being updated to send out to 2020 tutors and meetings with future sponsors and tutors
- Approach to events management under review with a view to resourcing delivery more efficiently and effectively

## Visitor Attractions

- Sumburgh Head now closed for the season, bookings being taken for the 2020 season, discussions on café provision underway, and improvements to the visitor experience in planning stages
- Shetland Museum and Archives – exhibitions, events and retail as outlined above. Venue hire and event bookings continue for 2019 and being taken for 2020 with improved promotion planned.
- Positive collaboration with Emma Louise’s The Coffee Shop at Shetland Museum and Archives on festive opening, events and offers and forward planning and group bookings for 2020.

## Other key areas of work

- Staff development – staff attendance at visitor experience conference and workshop at the V&A in Dundee and visit to the Scottish Museum of Lighthouses in Fraserburgh to develop ideas for our own sites. Staff attendance at the Association of Scottish Visitor Attractions annual conference with a focus on best practice and in particular approaches to improving donation levels and inclusion.
- Lunch and learn on inequalities and work to refine, roll out and deliver the new Access Policy and Plan
- Support for development of Shetland Charitable Trust funding application and associated evaluation plan

## CONCLUSION

It continues to be a busy time as we continue to deliver events, activities and promotion whilst forward planning for 2020 events and opening.